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23 January 1968

MEMORANDUM FOR THE FILE

E-X-T-R-A-C-T

"6. I met briefly with [redacted] who spent yesterday and today looking at our medical setup. He said this had been a real eyeopener for him and that he was very favorably impressed

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[redacted]
[redacted] I told him that I thought it would and asked him to discuss this with Dr. Tietjen. I suggested that, if he does plan to do this, it would probably be worth his while to come back to Washington at least once more before his trip. He asked what he could tell his friends in Pasadena concerning his activities for the past two days. I told him that we would have no objection to his open identification with CIA. However, the more this becomes publicized, the more

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[redacted]
[redacted] He appreciated this and said that he will keep this knowledge to the absolute minimum. He seemed very uncertain about what he can or would like to do in the future. I told him that I realize he must want to think this over, and that there is no hurry; in due course he can get in touch with me by telephone or letter. He said that he will do this. It seemed clear to me that he did not anticipate devoting any more time to this project very soon. In fact, had it not been for my suggestion, I doubt he had any intention of coming back to Washington before his trip [redacted] I did not raise the subject of compensation again, nor did [redacted]

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Security *SP*

EXTENSION

NO.

DATE

26 JUN 1967

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Support 7D-26

2.

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DD/S 67-3312

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26 JUN 1967

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the Agency
Honor Awards Program, May 1967

REFERENCE : DD/S 67-3158

1. This memorandum is for your information only.
2. This is to advise that Mr. [redacted] will henceforth serve as the Alternate Security Adviser to the Honor and Merit Awards Board. Our Primary Security Adviser will continue to be Mr. [redacted]
3. This formalizes what has been an informal arrangement of many months standing involving [redacted]

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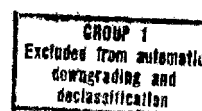
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[redacted]
Howard J. Osborn
Director of Security

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DD / S REGISTRY

FILE

06112-1

19 JUN 1967

MEMORANDUM FOR: Director of Security

**SUBJECT : Inspector General's Survey of the Agency
Honor Awards Program, May 1967**

1. We are attaching hereto a copy of paragraph "C" and Recommendation No. 5 from Chapter V of subject Survey.
2. Would you please review this recommendation and let us have your comments or concurrence with respect to it in order that we may prepare necessary comments to the Executive Director-Comptroller.
3. We would appreciate receiving your response by 3 July 1967.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

Attachment

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✓ 1 - DD/S Subject w/t of Att
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SA-DD/S:RBW:dlk (19 June 67)

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the extent to which this filters down through the ranks is uncertain, and each awards ceremony and new awardee acquaints a few more people with the program. With the exception of a statement printed in the program of the Annual Awards Ceremony (for years of service) citing the total number of awards made during the year, information about the program or individuals honored in it is largely by word of mouth.

23. The creation of the new service awards will be publicized according to the decision of the Board as stated in its minutes of 29 November 1966, namely:

**"3. PUBLICATION OF AVAILABILITY OF EXCEPTIONAL SERVICE
EMBLEM AND CERTIFICATE OF EXCEPTIONAL SERVICE.**

"The Board agreed that as soon as criteria have been approved governing award of these devices, an employee bulletin should be published advising all individuals of their availability and of the procedures to follow in applying for them."

24. There seems to be little reason for holding many names of awardees under a total security blanket. The very nature of a recognition program implies a reasonable awareness that honors have been conferred upon employees.

It is recommended that:

No. 4

The Director of Personnel direct the Honor and Merit Awards Board to study the feasibility of publicizing awards which have been made, and present their findings to the Executive Director-Comptroller.

C. Security

1. When provision was made for a security adviser to the EMAB, officials were concerned not only with the general problems in making awards (e.g., compartmentation, need to know, retention of awards) but with the possibility that an awardee might at some time embarrass the Agency doubly by the fact that he had been so honored. To preclude this possibility, which is still a concern, thorough name checks are conducted for all those recommended for awards.

2. The purpose of security checks was raised in connection with retirement service awards.* A searching discussion ensued as to whether

*See pages 29-30 for policy on retirement awards.

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a person who had committed gross acts could have been retained by the Agency to occupy a position in which he could later distinguish himself. The fact was established that this had been possible in the past: a few such cases had been "swept under the rug" and were recorded, for example, only in old Inspection and Review files. Board members believe that the possibility of such occurrences is largely a thing of the past; officers today, they believe, are acquainted with the records of their personnel, the administrative system is tightened up, and an individual with a serious blemish on his record would be unlikely to be in a significant position. If the need to reject a recommended award for such reason should arise, the current practice seems appropriate: that is, of treating it on a need-to-know basis between the Office of Security (i.e., Security Adviser to the Board), an officer of the Board, and the official sponsoring the recommendation.

3. The present security adviser, [redacted] construes his major function to be with the security implications of conferring awards and any attendant publicity. His office does check records on the possibility that a unique flagrant case is involved; and the Office of Personnel conducts checks through other appropriate offices.

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4. The range of cases handled by the Board over the last few years -- including sensitive scientific developments, paramilitary operations, and political operations -- has exposed the security adviser to most situations likely to arise. He has outlined the security concerns for different cases, for example: whether an award can be offered at all, i.e., to a

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D17/567-1849

7 APR 1967

MEMORANDUM FOR : Deputy Director for Support

SUBJECT : Honor Awards for Prospective Retirees

1. In the past there have been instances where recommendations for honor awards have been submitted for prospective retirees so late that the necessary consideration by the Honor and Merit Awards Board and subsequent approvals could not be completed in time for presentation of the award before the date of retirement. It has been necessary in these cases to get in touch with the "honoree" after his retirement to arrange a mutually convenient time for presentation of the award. These arrangements are often complicated by the fact that the honoree has already left the Washington area.

2. In addition, presentation at a time later than the retirement ceremonies conducted by components is anti-climatic. Ideally, the various forms of recognition accorded a retiree, i. e., Certificate of Retirement, commendatory letter of retirement from the Director and, when appropriate, an honor award, should be given to the individual before his retirement and as a part of the attention focused on him by his office and colleagues as he is about to leave Agency service.

3. It is requested, therefore, that you establish within your Directorate controls and procedures to ensure the review of retiree lists well in advance of retirement dates to identify those individuals who, in your opinion, should be recommended for an Honor Award so that the necessary documentation can be prepared, submitted to the Honor and Merit Awards Board, and approved by the Director in sufficient time for presentation prior to the actual date of retirement or the employee's last working day.

4. Although no report on your procedures is required, I would be interested in knowing about the system you establish for this purpose. If I can be of any assistance to you in working out a procedure, please let me know.

This memorandum was sent to
all Deputy Directors.

S
Emmett D. Echols
Director of Personnel

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DD/S 67-3481
JUL 1967

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the Agency Honor Awards Program

REFERENCE : Memo fr DD/S to D/Pers dtd 28 Jun 67, same subject

1. This memorandum is for your information and is an interim reply to referent memorandum.

2. We also have a memorandum, dated 23 June, from the Executive Director-Comptroller asking us to furnish him within sixty days "a summary of actions taken or comments on the recommendations . . ."

3. The Honor and Merit Awards Board met on 27 June and after concluding its regular business, briefly considered the Inspector General's report. It was agreed that we would each be prepared to take up the substance of the several recommendations at the next meeting two weeks hence and that this Office would prepare from those deliberations a draft of an agreed response to be considered at the next meeting in late July.

4. The awards system is Agencywide, though its operation is an Office of Personnel responsibility, and we feel it most desirable that our response to the Inspector General's report have the full support of the Board. Consequently, we request that the deadline for our response to your office be moved to 11 August.

5. Preliminarily I can comment as follows:

Suggestion No. 1: Something is possible in this regard. will develop a proposal.

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Suggestion No. 2: This is of questionable wisdom.

Suggestion No. 3: We agree that more or better public relations efforts are in order.

Suggestion No. 4: Agree in principle.

Suggestion No. 5: This has been done.

Suggestion No. 6: No comment at this time.

Suggestion No. 7: It is questionable whether the Board should be involved in the stimulation of nominations. As to selection, there may be more than simple objective considerations in some instances; consequently, the command may want to reserve this judgment. Further, forced nominations, merely for the sake of making nominations, is unwise.

Acting Director of Personnel

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DD/S 67-3316

28 JUN 1967

MEMORANDUM FOR: Director of Personnel

SUBJECT : Inspector General's Survey of the Agency
Honor Awards Program

REFERENCE : IG Survey of the Agency Honor Awards Program
dated May 1967

1. You have received a copy of the subject survey. Please let me have your comments on the recommendations contained therein by 31 July 1967 in order that they may be available for the preparation of our comments to the Executive Director-Comptroller.

2. I have also asked the Director of Security to comment on Recommendation No. 5 of the survey.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

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DD/S 67-3/58

19 June 1967

MEMORANDUM FOR: Director of Security

**SUBJECT : Inspector General's Survey of the Agency
Honor Awards Program, May 1967**

1. We are attaching hereto a copy of paragraph "C" and Recommendation No. 3 from Chapter V of subject Survey.
2. Would you please review this recommendation and let us have your comments or concurrence with respect to it in order that we may prepare necessary comments to the Executive Director-Comptroller.
3. We would appreciate receiving your response by 3 July 1967.

15/
R. L. Bannerman
Deputy Director
for Support

Attachment

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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
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<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY	
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MEMORANDUM FOR: Executive Director-Comptroller
THROUGH : Deputy Director for Support
SUBJECT : Inspector General's Survey of the Agency
Honor Awards Program

1. This memorandum is in response to your request for a summary of actions taken or comments on the recommendations.

2. Recommendation No. 1:

"a. The Director of Personnel direct the Recorder of the Honor and Merit Awards Board to prepare a proposal for appropriate emblems which could be worn after retirement by recipients of honor awards;

"b. The Board, after consideration of such a proposal, present its opinion to the Executive Director-Comptroller."

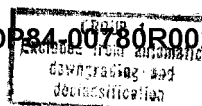
The Recorder has undertaken a study of the various possible devices which could be considered appropriate, and it is expected that he will discuss his findings with the Board as his study progresses. At the moment, it is the feeling of the Board, that to the extent possible (including security and cover considerations), an employee should be allowed to wear the emblem (lapel device?), i.e., from the time of the award.

Recommendation No. 2:

"The Director of Personnel have the Honor and Merit Awards Board define the phrase "sustained superior performance" in more definitive terms to clarify Certificate of Merit awards and make them more consistent. An indication of grade levels, if any, for this award would also be helpful."

The Board does not concur in the recommendation. The spectrum of tasks, responsibilities, and opportunities to perform in this Agency is much too broad and we are most reluctant to make more definitive the terms as this would unavoidably tend to limit rather than broaden the award. By no means does the Board agree to the proposal to indicate grade levels appropriate for the Certificate of Merit -- any more than for any other award. There is some

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natural affinity between the level of the award and the grade of the recipient, but the natural process certainly is sufficient and the Board would choose not to be hampered in its deliberations nor to have the originators of recommendations constrained. If in considering the following recommendation (No. 3), a better educational process is indicated, this could also apply to the Certificate of Merit.

Recommendation No. 3:

"The Director of Personnel

"a. Instruct the Honor and Merit Awards Board to develop procedures whereby each member can inform all responsible officers in his respective component about the honors program, and especially the Certificate of Merit, so that honor and merit awards will be conferred consistently throughout the Agency; and

"b. Consult the Board on the feasibility of establishing a procedure through Personnel Officers throughout the Agency, to alert the heads of major offices about cases where a cumulative record of significant commendations and achievements appears to warrant consideration for recommending certificates or other awards as appropriate."

The Board feels the problem is not of publicity but rather of getting the originators to put pen to paper. The D/DP has addressed himself to the matter of awards in his staff meetings. The attached 7 April 1967 memorandum from the Director of Personnel is also a step in this direction. Board-originated procedures as such are not needed, but the members of the Board have agreed that they will take it upon themselves to generate programs, appropriate to their respective Directorates, for greater use of the honor awards system in the Agency.

Regarding 3 b., the Board is considering the possibility of calling for a recurring review of the biographic profiles as they are prepared in the Qualifications Analysis Branch of the Office of Personnel and as files are reviewed by the Promotion Board and Panel mechanisms of the respective Career Services. These profiles reflect the written accolades which employees receive and carry with them the last three Fitness Reports. Together this information should be sufficient to surface those cases worth considering for certificates. It is the Board's belief that those performances meriting medal awards will always be sufficiently worthwhile or dramatic as to call attention to themselves without procedural review.

Recommendation No. 4:

"The Director of Personnel direct the Honor and Merit Awards Board to study the feasibility of publicizing awards which have been made, and present their findings to the Executive Director-Comptroller."

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The matter of publicizing awards has always been a problem founded on the security implications of such publicity. Both the Board and the Office of Personnel have repeatedly looked at the problem. The Board has generated two suggestions -- the first, that this be made a Directorate responsibility and suggests the possible use of internal Directorate "All Employees Bulletin" or similar issuances with short expiration dates. The second has been suggested to the Office of Personnel for consideration in connection with the annual Service Awards Ceremony. In times past we have used slide projections of the Agency Seal or some similar matter on the walls of the auditorium. The suggestion is to project a picture of the award and names of its recipients for the past year. The absence of a printed listing with only a fleeting opportunity to study the listing plus essential deletions may overcome the security objections heretofore prevailing.

Recommendation No. 5:

"The Deputy Director for Support instruct the Director of Security to appoint an alternate Security Adviser to the Honor and Merit Awards Board."

This has been done.

Recommendation No. 6:

"The Deputy Director for Support direct the Director of Personnel to look into those situations where maintenance of morale is recognized to be difficult and, considering the needs of the Agency as a whole, recommend to officials directly concerned appropriate programs to encourage and recognize superior performance."

25X1 The Office of Personnel will study those other Agency components [redacted] employing Wage Board people to determine whether the circumstances or conditions of employment warrant other incentive programs. The Board feels that the essential issue in any event is recognition of outstanding performance and that the Certificate of Merit and Quality Step Increases provide ample means to do so. Should our review disclose special situations where lesser or other forms of recognition will serve a worthwhile and otherwise unsatisfied purpose, the Office of Personnel will encourage other incentive programs.

Recommendation No. 7:

"The Deputy Director for Support direct the Director of Personnel to request the Honor and Merit Awards Board to assume responsibility for stimulating interest in nominating, and selecting candidates from among those presented, for Public Service Awards."

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It is questionable whether the Board should be involved in the stimulation of nominations. As to selection, there may be more than simple objective considerations in some instances; consequently, the command may want to reserve this judgment. Further, forced nominations, merely for the sake of making nominations, is unwise.



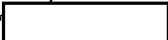
Bennett D. Scholz
Director of Personnel

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